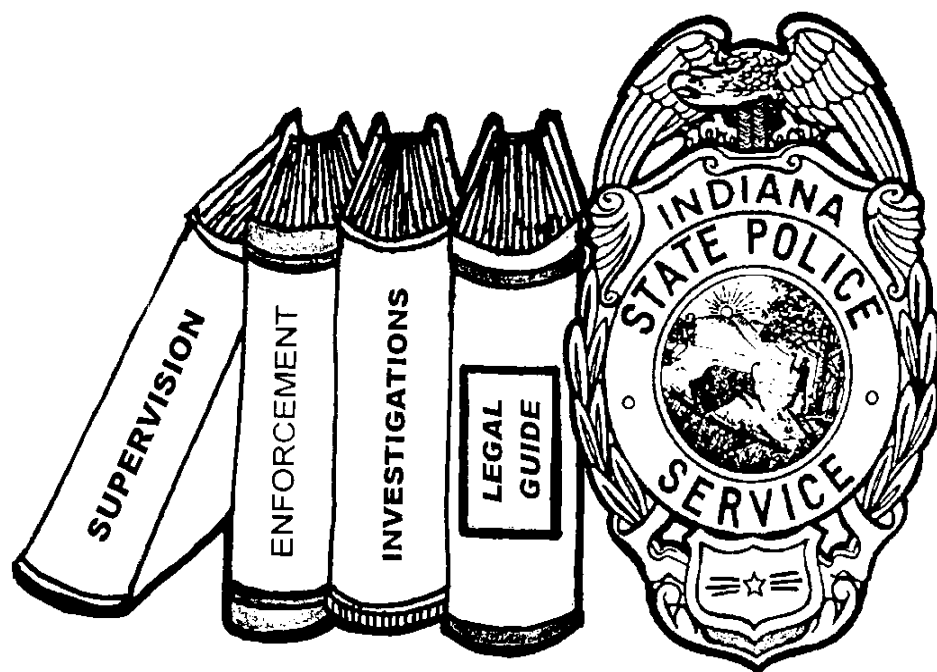


Indiana State Police

POLICE PROMOTIONS

SYSTEM GUIDE



2005

-Foreword-

TO ALL ELIGIBLE POLICE PERSONNEL:

One of my most important duties as Superintendent is to provide an equal opportunity for all employees to pursue their chosen career goals and experience job satisfaction. The police promotion process provides eligible and interested employees the legitimate opportunity to apply and compete with others for promotions and reclassifications available throughout the Department. Each candidate completing the promotion process is ranked, based on the same objective criteria as others, and considered for the position sought. The promotion process is designed to encourage interested employees to participate in a credible process that allows the selection of the best promotion candidates. I urge you to read this *2005 Police Promotion System Guide* to learn more about the process. I also urge you to participate when a career opportunity of interest becomes available.

Melvin J. Carraway
Superintendent

Integrity

Service

Professionalism

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Dear Promotion Candidate:

This booklet was developed by the Promotion Process Advisory Committee working with a consultant group, the Institute for Public Safety Personnel, Inc. (IPSP, Inc.). The purpose of this booklet is to help promotion candidates understand and prepare more effectively for the 2005 promotion process. Note that this book is similar to, but not identical to, the information booklet published for the 2004 ISP promotion process.

Promotion candidates are encouraged to review this booklet to become familiar with the details of the present promotion process.

This booklet has been written in a question and answer format. It is our hope that this format will address the questions most frequently asked by promotion candidates. However, this booklet also describes a procedure, which candidates may use to obtain answers for questions not fully addressed in this booklet.

Enclosed at the end of this booklet is an intent to participate/not participate form. **All personnel must complete and return this form indicating whether or not you intend to participate in this promotion process. All forms must be received in the Human Resources Division by December 31, 2004.**

The members of the Promotion Process Advisory Committee and IPSP, Inc. extend our best wishes to every candidate. We hope that this promotion process will prove to be an instructive and rewarding experience.

WHO WILL ADMINISTER THE PROMOTION PROCESS?

IPSP, Inc., a professional consulting firm, is under contract with the Department to construct, score and validate the promotion process tests. These responsibilities have been delegated to a professional consulting firm to ensure the most valid, unbiased procedures possible.

All testing materials are maintained at the consultant's offices and are accessible only to IPSP, Inc. staff members. The written examination session will be conducted by employees of IPSP, Inc., but Department members may assist with administrative duties at the test site. After each testing phase, all materials will be collected by IPSP, Inc. for scoring and validation.

IPSP, Inc. staff will also be responsible for training the members of any Department board, which evaluates test materials or interviews.

WILL ISP HELP TO DEVELOP THE PROMOTION PROCESS?

IPSP, Inc. is being guided by two independent development committees, both comprised of ISP sworn personnel. IPSP, Inc. was guided in the early stages of the promotion process development by the Advisory Committee. This committee included individuals who represented the various ranks and different interests within the Department. The Advisory Committee was given the task of outlining the promotion system and reviewing other nonconfidential information.

The second development committee is the Selection Committee. This committee consists of ISP officers who are not competing in the promotion process themselves but are familiar with the Department and with the duties of specific areas within the Department. It is the responsibility of the Selection Committee to select the testing materials used in the promotion process to ensure that these materials and procedures are fair, accurate and relevant to ISP. This committee will review reading materials, select questions and review appeals with regard to the written examination. Members of the Selection Committee have agreed to maintain the integrity and confidentiality of test materials.

WHAT IS THE GOAL OF THE PROMOTION PROCESS?

The goal of the promotion process is to evaluate the potential of candidates for specific positions within the Department. Various evaluation techniques will be used to assess each candidate on those skills and abilities necessary for specific career areas. Candidates are evaluated only on those skills and abilities, which are essential for success in the particular position, which they are seeking.

The promotion process will produce a list of eligible candidates. This list will be used to guide the personnel decisions of the Department.

DO THE PROMOTION PROCEDURES APPLY TO TRANSFERS?

Transfers within a rank level or transfers across “tracks” (discussed on page 3) will continue to be made at the discretion of the Superintendent or his designee. However, at his discretion, the Superintendent may also refer a transfer decision to the promotion procedures. Therefore, it is important that individuals who may seek a transfer, including individuals who hold the rank of Lieutenant, participate in the promotion procedures.

HOW WILL THE PROMOTION PROCESS WORK?

ISP members who wish to be promoted/transferred must first complete specific “threshold” requirements. The exact “threshold” requirements will depend on the specific position of interest.

The specific nature of the threshold requirements will be discussed in more detail (on page 3), but they generally fall into one of two categories: a written examination or a specialized license, degree or training experience. For instance, Department members who wish to become pilots for the Department may be required to obtain a license before they can be considered for this position. Department members who are interested in a laboratory position may be required to hold a particular college degree, while individuals interested in supervisory positions must complete a written examination as their threshold requirement.

When a position vacancy occurs, the vacancy will be announced. Any interested eligible Department member may apply for this position. If more than eight apply, the top eight candidates (ranked by the threshold requirements) will be scheduled for an oral interview. If fewer than eight apply, all may be interviewed. For instance, if the threshold requirement for a position is a written test, then the eight candidates with the highest written test scores will be scheduled for an interview. The number of candidates allowed to interview may be increased if there are additional eligible candidates who can be considered under affirmative action procedures.

After the interviews have been completed, candidates’ scores for all of the promotion process components (see following for a listing of these components) will be combined and total scores will be used to create a position eligibility list. The promotion will be made, in accord with applicable Department rules and regulations, from the rank ordered position eligibility list.

Successful completion of the promotion process guarantees only that an individual may be selected for a specific position. It does not guarantee continuation in the position. That is, any requirements for maintaining the position, such as the successful completion of a probationary period or obtaining a specific license or certification, must be met or removal from the position may be directed by the Superintendent.

ARE THERE SENIORITY REQUIREMENTS FOR PARTICIPATING IN THE PROMOTION PROCESS?

Department members who wish to participate in the promotion process are not required to meet seniority requirements with the exception that newly sworn probationary officers will be eligible to take the exams, but cannot apply for promotion until after the completion of their probationary status.

WHAT ARE THE “THRESHOLD” REQUIREMENTS?

Different positions will carry different requirements. The specific threshold requirements include the following:

- A. **Technical Area Written Test.** Promotion into some positions will require that candidates obtain a passing score on a written test in a specific technical area. Two technical areas, referred to hereinafter as “tracks,” have been identified. These tracks are enforcement and investigation. The passing score for all technical written tests is 70% of available credit.

To be promoted into a position that requires a technical written test, a candidate must have completed the written test for the specific track in which the position is included. For instance, to be promoted into a position within the investigation track, the candidate must have completed the investigation technical test.

There will be a separate written test for each of the two tracks. Each of these tests will be administered on separate days in various locations across Indiana.

- B. **Supervision/Administration Written Test.** Promotion into some positions will require that candidates pass a written test on supervision/administration skills. The passing score for the supervision/administration written test is 70% of available credit. This test may be required in lieu of, or in addition to a technical written test. For positions, which require both a technical and a supervision/administration examination, the scores obtained on each of the two examinations will be combined to yield a single score. For positions that required one of the three tests (Supervision/Administration *(or)* Investigations *(or)* Enforcement), the highest score will be used. To be eligible for promotion, however, candidates must receive a passing score on each of the examinations.

The supervision/administration examination will be given on a separate date from the technical examinations. For example, an individual who is interested in a supervisory/administrative position in investigations would complete the investigations technical examination and return on a separate day to complete the supervision/administration examination.

Individuals who are seeking a supervisory/administrative position, which has no technical test (e.g., Lieutenant (L)) would complete only the supervision/administration examination on its scheduled date.

- C. **Other Requirements.** Some positions will not require any written test at all. These positions will, instead, require that candidates complete other types of requirements such as specialized training or licensure, certification, etc. For instance, promotion into a laboratory position may require candidates to hold a related college degree. The special requirement might also include successful completion of related training during a probationary period. More information about special requirements will be published in separate memos. This information will also be outlined when a position opening is advertised.

The threshold requirements, if any, for each position included in the promotion process are listed in the tables presented below:

<u>POSITION CODES</u>	<u>POSITION</u>
A	-Administrative
C	-Canine Handler
CSI	-Crime Scene Investigator
D	-District Line Command
DET	-Detective
DET-SUPV	-Detective Supervisor
DIC	-District Investigative Coordinator
FDE	-Forensic Document Examiner
FPC	-Field Program Coordinator
FPC-SUPV	-Field Program Coordinator Supervisor
GE	-Gaming Enforcement
INFO TECH	-Information Technology
ISL	-Investigative Squad Leader
L	-Laboratory
L-SUPV	-Laboratory Supervisor
LEG	-Legal
MC, BCI	-Media Coordinator, Bureau of Criminal Investigations
MCEO	-Motor Carrier Enforcement Officer
MCEO-SUPV	-Motor Carrier Enforcement Officer Supervisor
MSO	-Media Services Officer
MSO-SUPV	-Media Services Officer Supervisor
MU	-Motorcycle Unit
P	-Pilot
POLY	-Polygraph Operator
RIC	-Region Investigative Commander
TECH	-Technician

THRESHOLD REQUIREMENTS

(X denotes a specific requirement)

JOB TITLE	ENF Written Test	INV Written Test	SUP/ADM Written Test	SPECIAL REQUIREMENTS
Lieutenant (L)			X	X
Lieutenant (LEG)			X	X
Lieutenant (D)	X		X	
Lieutenant (DET-SUPV)		X	X	
Lieutenant (P)			X	X
Lieutenant (A)			X	
Lieutenant (INFO TECH)			X	
Lieutenant (RIC)		X	X	
First Sergeant (D)	X		X	
First Sergeant (DIC)		X	X	
First Sergeant (P)			X	X
First Sergeant (A)			X	
First Sergeant (L-SUPV)			X	X
First Sergeant (LEG)			X	X
First Sergeant (DET-SUPV)		X	X	
First Sergeant (FPC-SUPV) ¹	X	X	X	
First Sergeant (INFO TECH)			X	
First Sergeant (MSO- SUPV) ¹	X	X	X	
Sergeant (D)	X		X	
Sergeant (LEG)			X	X
Sergeant (ISL)		X	X	
Sergeant (P)				X
Sergeant (A)			X	
Sergeant (MCEO-SUPV)	X		X	
Sergeant (MU)	X		X	X
Sergeant (DET)		X		
Sergeant (FPC) ²	X	X	X	
Sergeant (INFO TECH)			X	
Sergeant (L-POLY)		X		
Sergeant (L-SUPV)			X	X

JOB TITLE	ENF Written Test	INV Written Test	SUP/ADM Written Test	SPECIAL REQUIREMENTS
Sergeant (GE-DET)		X	X	
Sergeant (L-CSI)		X		
Sergeant (MC-BCI) ²	X	X	X	
Sergeant (MSO) ²	X	X	X	
Corporal (D)	X		X	
Corporal (MU)	X		X	X
Trooper (C)	X			
Trooper (MCEO)	X			
Trooper (MU)	X			X
Trooper (DET)		X		
Trooper (GE) ⁴				

¹Enforcement or Investigations and Supervision/Administration Exams

²Enforcement or Investigations or Supervision/Administration Exams

³Enforcement or Investigations Exam

⁴No Written Exam Required

CAN A CANDIDATE COMPETE FOR POSITIONS IN MORE THAN ONE TRACK?

Yes, candidates can take tests in any or all of the tracks. The written tests will be scheduled so as to allow this to occur. In addition, it is anticipated that new exams will be administered once each calendar year.

WHEN WILL THE WRITTEN EXAM BE HELD?

The scheduled dates for each track's written tests are:

JOB TRACK	DATE
SUPERVISION/ ADMINISTRATION	February 12, 2005
INVESTIGATIONS	February 19, 2005
ENFORCEMENT	February 26, 2005

The examinations will be given simultaneously at locations around the state. Specific times and locations of the examinations will be announced in subsequent memos. It is anticipated that there will be two test sessions on each of the test dates at each of the test locations. All Department members who are eligible to compete in the promotion process are required to indicate their intentions to participate/not participate in the promotion process to the **Human Resources Division** by December 31, 2004 by completing the **Intent to Participate/Not Participate** form located at the back of this booklet. The information provided on this form will be used to estimate the room requirements and other details for the administration of the written examinations. It will also be used by Commanders to establish work schedules during the testing periods. ***Only individuals who have indicated an intention to take a particular written examination will be allowed to participate.*** Therefore it is very important that all individuals complete and return this form. If, after indicating an intention to complete a written examination, a candidate decides NOT to take the examination, the candidate should notify the Human Resources Division and their Commander in writing.

A photo ID must be presented by the candidate at the testing site upon sign-in for the testing.

Please note this important point: The written examination will be based on the reading materials listed later in this document. Questions and answers will be drawn only from these reading materials. This means that a candidate must study and learn these reading materials to do well on the written test portion of the promotion process.

WHAT IF MY SCHEDULE CONFLICTS WITH THE EXAM TIMES?

Shifts will be rearranged to accommodate those participating in the written examinations. One make-up test session has been scheduled. Candidates requesting a make-up test session must do so in writing to the Human Resources Division Commander. Only candidates who fulfill specific criteria set by the Superintendent will be allowed to take a test during the make-up session. In addition, individuals who are on disability or military leave during the time of the written examination(s) will be afforded the opportunity to complete the written examination(s) upon return to duty.

Department members who arrive late to a promotion test because of a duty related emergency would be given the full time to complete the examination. However, they will be required to submit a letter of explanation to the Superintendent and their scores may be disqualified if it is found that their tardiness was not justified. In contrast, individuals who arrive late to the promotion test for a non-duty related emergency would only be allowed to complete the examination within the time remaining in the testing period.

WHAT TYPES OF INTERVIEWS WILL BE USED?

A central component of the promotion process is a structured oral interview. While the written exam measures how well a candidate know certain facts and principles, the oral interview assesses other facets of a candidate's skills. The interview questions will attempt to assess a candidate's attitudes toward critical issues, job related knowledge and standard operating procedures (SOPs). Questions may concern technical job-related skills, supervision skills and other issues.

The oral interviews will be conducted when a position opening occurs. Eight department members who have indicated their interest in the position and are the most eligible (based on the threshold requirements) will be invited to participate in the oral interviews unless there are fewer than eight eligible. (Note – eligibility will only reflect threshold scores such that other promotion scores will not be considered at this stage in the process). The number of candidates allowed to participate in the structured oral interview may be increased if there are additional qualified candidates who can be considered under affirmative action procedures.

Oral interview questions will be developed by the consultants with the help of the Standing Interview Committee (discussed later in this document). The source for interview questions will be the Committee's own knowledge about the Department based on the job task analysis for each position, reading materials assigned to a specific track, Department Rules, Regulations, SOPs, Laboratory Bulletins, and any technical questions or presentations applicable to a specific position. Candidates should, therefore, be familiar with all of this information prior to an oral interview.

Oral interviews will be "structured." This means that all candidates for a specific position will complete the same interview procedures and be asked the same questions, in the same order.

IS THERE A PASS/FAIL INTERVIEW SCORE?

Final interview scores for a candidate will be the total of all points awarded by the interview committee multiplied by the weight for the interview component (see below for a discussion of component weights). Candidates must obtain a minimum score of 44% or higher available credit in the interview to be considered further for promotion or reclassification. That is, there is a pass/fail score for interviews as well as for the written technical tests.

WHO WILL CONDUCT THE ORAL INTERVIEWS?

The oral interviews will be conducted by members of the ISP. The specific interviewers used for each position will be drawn from a larger group or pool of interviewers called the Standing Interview Committee. All Department majors and captains will serve on the Standing Interview Committee. All members of the Standing Interview Committee will be trained in interview methods designed to minimize potential bias or unfairness.

WHAT METHODS WILL BE USED TO ENSURE FAIRNESS IN THE INTERVIEWS?

Interviews involve people and therefore there is always the possibility that individual biases or preferences may affect scores. But, while bias cannot be eliminated entirely, it can be minimized. Several steps will be taken to minimize potential bias during interviews. These include:

- a) Interview procedures will be consistent (same questions, same procedures, etc.) for all the candidates for a specific position;
- b) Interviewers will be drawn from a pool of trained Department members;
- c) Minimum acceptable answers will be written out before the interviews are held;
- d) Interviews will be conducted by a board, not just a single person;
- e) Interviewers will be required to justify any rating which is discrepant from ratings given by other interviewers; and
- f) Final calculation of scores will be done by IPSP, Inc., the consulting company.

WHAT OTHER COMPONENTS WILL BE INCLUDED IN THE PROMOTION PROCESS?

In addition to the written test and the structured oral interview, the Advisory Committee has included education, performance appraisal and seniority as components to be given credit in the promotion process. Following is a description of how each of these components will be measured.

Education-----

Promotion credit for education will be awarded according to the following method: (number of earned college semester hours/120) * 4 = promotion credit up to a maximum of four points. However, candidates will be awarded promotion credit if five points if they have obtained a masters or higher academic degree. The overall maximum amount of promotion credit awarded for education will be five points.

According to the method described above, a promotion candidate who has earned a masters (or higher academic degree) would receive five promotion points while a candidate who has earned 120 approved college semester hours would receive four points ($120/120 * 4 = 4$). A candidate who has earned 60 semester hours would receive two points ($60/120 * 4 = 2$).

This method for computing education credit is being used to ensure that candidates receive promotion credit for all of the college credits that they have already earned. However, promotion credit will only be given for college credits which have been awarded by an institution which has been accredited by one of the following accrediting commissions:

Middle States Association of Colleges and Schools
New England Association of Schools and Colleges
North Central Association of Colleges and Schools
Northwest Association of Schools and Colleges
Southern Association of Colleges and Schools
Western Association of Schools and Colleges

Candidates who have not participated in the previous promotion process must submit an official college transcript to the Human Resources Division – Police Promotions by February 1, 2005.

Education credits will be updated twice each year, on February 15 and July 15. In order for a candidate to receive additional educational credit on February 15, an updated official college transcript must be submitted to the Human Resources Division – Police Promotions by February 1. In order for a candidate to receive additional educational credit on July 15, an updated official college transcript must be submitted to the Human Resources Division – Police Promotions by July 1. Transcripts submitted after a due date will not be considered until the next due date. Remember, it is the responsibility of each promotion candidate to submit transcripts of college credits and/or degrees obtained.

All promotion candidates will be provided feedback shortly after February 15 that lists their then current education credit. Promotion candidates that make changes prior to July 1 will be provided feedback shortly after July 15 that lists their then current education credit. Candidates who feel that their education score is in error must submit an appeal to the Human Resources Division within two weeks after receiving their education feedback.

Performance Appraisal Report (PAR) -----

For the 2005 promotion process, PAR points will be calculated from a candidate's PAR rating for the three years prior to the oral interview. 2005 scores will use the average PAR rating for 2002, 2003 and 2004, the three years prior to the oral interview.

The following formula will be used to calculate PAR points:

Eighty-nine (89) points will be subtracted from the candidate's average PAR score. The remaining points will be divided by eleven (11) and then multiplied by ten (10) to determine final credit.

$$(((PAR - 89)/11) \times 10) = \text{Performance Appraisal Report Points}$$

This formula is designed to accomplish two goals: 1) it gives no credit to candidates whose overall performance has been less than satisfactory and therefore averages less than 90; and 2) it gives up to a maximum of ten points of promotion credit to candidates whose performance has been satisfactory and above. For example, if a promotion candidate has a maximum average PAR score of 100 points for the three years prior to the oral interview, the performance evaluation points would be computed as follows:

$$((100 - 89)/11) \times 10 = 10 \text{ Performance Appraisal Report Points}$$

Note that if a candidate has a PAR score of less than 90, the lowest score they will receive is 0.

All promotion candidates will be provided feedback shortly after February 15 that lists their then current PAR scores. Candidates who feel that their PAR scores are in error must submit an appeal to the Human Resources Division within two weeks after receiving their feedback.

Seniority-----

Seniority will be calculated twice each year, on February 15 and July 15. Seniority will be calculated according to the following formula:

$$\frac{\text{Days of service}}{(15 \text{ years} \times 365)} \times 5 = \text{Seniority Points}$$

Days of service will equal the number of days of continuous law enforcement service from a Department member's date of appointment as an ISP officer until February 15, or July 15 if the latter date has occurred prior to the closing date for the advertised opening. This formula will give candidates a maximum of 5 points of promotion credit for service. Candidates with 15 years or more of service with ISP will receive the maximum points possible while others with less service time will receive a portion of the five promotion points. For example, if a promotion candidate has 15 years of service on the Department, the seniority points would be computed as follows:

$$\frac{5475 \text{ Days of service}}{(15 \text{ years} \times 365)} \times 5 = 5 \text{ Seniority Points}$$

All promotion candidates will be provided feedback shortly after February 15 that lists their then current seniority credit. Candidates who feel that their seniority score is in error must submit an appeal to the Human Resources Division within two weeks after receiving their feedback.

HOW IS PROMOTION ELIGIBILITY DETERMINED?

Promotion eligibility for each position reflects a combination of all of the promotion process components including applicable written tests, interview scores, education, performance appraisal and seniority. These components will be combined according to the following weighting scheme:

Threshold Requirement	50%
Oral Interview	30%
Education	5%
Performance Appraisal Report	10%
Seniority	5%

For those positions which do not require a written examination as a threshold requirement, a system will be developed which will quantify the particular threshold requirement.

Eligibility of personnel on disciplinary suspension or in the disciplinary process shall be determined as provided in Police Rule 5.

Promotions will be made in accordance with applicable Department rules and regulations from the eligibility list which is created for each position.

HOW WILL THE COMPONENTS BE SCORED?

The written examination will be computer scored. The consultants from IPSP, Inc. will provide the equipment to do the scoring and tabulation of written examination test results. The correct answer to each question will be determined prior to the test date by the Selection Committee based on the assigned reading materials. A candidate's score on the written test will reflect the number of questions which they answer correctly.

The oral interview exercise will be scored according to precisely defined scoring dimensions determined by the Standing Interview Committee. Each candidate's interview will be scored by a team of raters chosen from the Standing Interview Committee. Each team of raters will have three to five members. All raters will have been specially trained to ensure that they apply scoring dimensions accurately and without bias.

The interview board will score the quality of answers according to the specific preset guidelines. Total scores are averaged across all board members. These scores are converted to a percentage of the maximum possible score and become a candidate's final score for the oral interview component of the promotion process. Candidates will not be considered for promotion unless they receive an unweighted minimum score of 44% or higher for the interview.

WILL I RECEIVE INDIVIDUAL FEEDBACK ON MY SCORES?

Individual feedback will be routinely provided to each candidate completing the promotion process after the promotion results are announced. Candidates should NOT contact IPSP, Inc. regarding individual requests for feedback.

WHAT ARE THE READING MATERIALS FOR THE WRITTEN TEST?

SUPERVISION/ADMINISTRATION TEXTBOOKS

Effective Police Supervision, Fourth Edition

More, Wegener, Miller
Anderson Publishing, 2003
ISBN 1-58360-546-0
(800) 533-1637
\$59.95

INVESTIGATIONS TEXTBOOKS

Indiana State Police Physical Evidence Bulletin (As of December 31, 2004)

Legal Guide, Sixth Edition

Klotter
Anderson Publishing, 2002
ISBN 1-58360-537-1
(800) 533-1637
\$29.95

Terrorism: An Investigator's Handbook

Dyson
Anderson Publishing, 2001
ISBN 1-58360-529-0
(800) 533-1637
\$55.95

ENFORCEMENT TEXTBOOKS

Legal Guide, Sixth Edition

Klotter
Anderson Publishing, 2002
ISBN 1-58360-537-1
(800) 533-1637
\$29.95

Multicultural Law Enforcement, Second Edition

Shusta, Levine, Harris, Wong
Prentice Hall
ISBN 0-13-033409-X
(800) 282-0693
\$29.95

Individuals who wish to purchase copies of the source materials for their personal use may call the publishers using the phone numbers listed above or may obtain the source materials from any vendor of their choice.

A supply of books will also be available at each post and at Headquarters. These books may be checked out on a short-term basis. Candidates will be required to sign the books in and out. If you need additional or updated copies of the ISP materials, you should direct your inquiries via an interdepartmental communication to the Human Resources Division – Police Promotions.

WHAT ARE THE READING MATERIALS FOR THE ORAL INTERVIEW?

All of the reading material mentioned above and also ISP Department documents (e.g., Standard Operating Procedures, Rules and Policies, etc.) will be used as source material for the structured oral interviews. Therefore, candidates should be familiar with the materials assigned for the written tests, and with Department documents, for the structured oral interview phase of the promotion process.

CONFIDENTIALITY OF MATERIALS

All Department members are required to maintain the confidentiality of the materials used in this promotion process. In particular, promotion candidates may not reveal or discuss test materials until after a promotion process is complete. Candidates are not permitted to take written notes during the oral interview, and no written materials can be taken from the interview. Any violation of this rule may result in the exclusion of a Department member from consideration for promotion and in disciplinary action.

HOW LONG WILL THE WRITTEN TEST SCORES BE VALID?

Written exam scores are valid for up to one additional promotion process. Under this system, candidates who took a 2004 written exam may use this score during the 2005 promotion process. A candidate who took a written exam in 2004 may also take the written exam for the same track in 2005. However, for any job posted (officially announced) on April 1, 2005 or later, the more recent exam score, higher or lower, replaces any previous written exam score for the same track. In short, written examination scores are valid for two years and will expire the month that the newest scores are validated, which will usually be April. It is anticipated that new written examinations will be administered once each calendar year.

HOW CAN A CANDIDATE PREPARE FOR THE PROCESS?

Doing well in the promotion process will take diligence and motivation. Some of the things that candidates can do to prepare are:

- a. Study the reading material. Remember, the written examination will be based exclusively on the study materials while the oral interview will be based on Department documents.
- b. Learn about the position you are applying for. This can best be done by reading the job description and understanding what duties and abilities are necessary to be successful in the position.

- c. Improve communication skills. Police officers must be able to read, write and speak well. Candidates will be required to demonstrate these skills during the promotion process.

ARE THERE ADDITIONAL MATERIALS WHICH WILL HELP ME TO PREPARE?

Yes, there are videotapes developed specifically for ISP which give details regarding the promotion procedures. These videotapes discuss how to prepare for a written examination and what to expect in an oral examination. The videotapes are available for checkout from each post and at headquarters.

In addition, IPSP, Inc. will provide candidates with oral interview training sessions. Candidates may call the Department to schedule these training sessions. There are also commercial audio and videotapes which are relevant and will help you to prepare for this process. Many tapes can be borrowed from the ISP Training Division library. A listing of available tapes can be obtained through your commander. However, please remember that these tapes are not required and that test questions will not be drawn from these tapes.

CAN YOU OFFER ANY TIPS FOR TAKING THE WRITTEN TEST?

- a. If you do not know a particular answer, guess. There is no penalty for guessing. “Guesses” are more often right than wrong since they usually reflect some knowledge or judgment.
- b. Try to relax. Anxiety interferes with performance and you do not improve your scores by becoming apprehensive and nervous. You will be your best if you are rested and in an alert frame of mind.
- c. Do not become upset if you don’t remember a particular fact or answer. This type of “blocking” is usually caused by nervousness. If you can’t remember a particular answer simply go on to the rest of the questions and return later to the problem question.
- d. Don’t be too hasty in answering questions. The test is not designed to assess speed of thinking. There will be plenty of time to answer all of the questions.
- e. Feel free to mark up the test booklet. Each candidate will receive his/her own written test booklet. Therefore, candidates should feel free to mark up these booklets.
- f. Be careful when completing the computerized answer sheet. Make sure you fill in the answer blank that corresponds to the right question.
- g. Arrive early for the exam. Being late will add to your stress.
- h. Don’t “over-interpret” test questions. The questions on the written examination are designed to test your knowledge in a straightforward manner. These questions are not meant to trick or mislead you.

- i. Don't worry if you cannot answer a particular question. Your exam will contain many questions and missing one question will have only a small impact on your final score.
- j. Watch the videotape discussed previously.

CAN YOU OFFER ANY TIPS FOR DOING WELL ON THE ORAL INTERVIEW?

- a. Attend interview training sessions offered by IPSP. IPSP, Inc. offers oral interview training sessions for interested candidates. Sessions cover what to expect during the oral interview along with detailed tips on how to do well during the oral interview. Session dates and times will be announced by memo to the Department. Contact the Department if you are interested in attending a session.
- b. Be open with the interview board. Tell the interview board what you think and be as specific as you can. If done constructively, this can only improve your score.
- c. Be positive about yourself. This is your opportunity to tell the board about your beliefs, insights and skills. Do not be overly modest. Recognize that the experiences you have had and your preparations are positive qualities, which the board should know about.
- d. Be helpful and positive toward the interview board during the interview. Constructive criticism is welcome and you are encouraged to offer your insights and beliefs. However, merely being resistant and argumentative will undoubtedly have a negative impact.
- e. Give thorough answers. The most common mistake made by interviewees is to be overly terse or to give answers which are too brief. The interview board will only give high scores to candidates who give complete answers.
- f. Practice being interviewed. A successful interview requires skills, which can be learned.
- g. Watch the videotape discussed previously.

WHAT IF I WANT TO WITHDRAW FROM AN INTERVIEW THAT I HAVE APPLIED FOR?

A candidate who wishes to withdraw from participation in an interview MUST submit a letter to the Human Resources Division Commander. This letter must be submitted prior to the date of the scheduled interview. A candidate must also notify his/her Commander of his/her intent to withdraw from an interview process.

WHAT IF I HAVE A QUESTION THAT I WANT TO ASK NOW?

You are encouraged to raise any questions or comments that you have about this promotion process. If you wish to submit a question, you should write it out on the form enclosed at the end of this booklet. If you decide to submit your question in writing, mail the completed form to the Institute for Public Safety Personnel, Inc. at 50 East 91st Street, Suite 101, Indianapolis, IN 46240. All promotion candidates will be made aware of the answer via a general announcement if the question can be answered without compromising the integrity of the promotion process.

WILL THERE BE AN APPEAL/REVIEW SESSION?

Yes, there will be an opportunity for appeals and a chance for candidates to review the written examination materials. Candidates will be mailed their pre-appeal scores to their home address. The review sessions will be held March 10 and March 11, 2005. These are the only dates for appealing test scores. If you took a make-up test you may not receive your preliminary scores prior to the appeals sessions. Contact the Human Resources Division with additional questions.

During the appeal/review session, each candidate will be provided with the following materials:

- a. A copy of his/her written test answer sheet
- b. A list of the written test questions which he/she answered incorrectly, along with the correct answer to each question
- c. A listing of the reading source (book and page) for each question

Candidates may appeal a question when they can demonstrate that:

- (1) There is more than one correct answer, or
- (2) There is no correct answer listed, or
- (3) The answer selected by IPSP, Inc. is incorrect.

All appeals must be written during the appeal sessions. Written appeals will then be submitted on an anonymous basis to the Selection Committee for review. Questions which are successfully appealed may affect scores in one of the following ways:

- a. The question may be double-keyed if more than one answer is determined to be correct. Therefore, candidates who selected either correct answer will receive credit.
- b. All candidates will receive credit for questions where all answers are determined to be incorrect.
- c. All candidates who selected the IPSP, Inc. answer will receive credit when it is determined that the answer selected by IPSP, Inc. is incorrect. In addition, all candidates who selected the correct answer will receive credit.

***NOTE:** No candidate's score will be lowered as a result of appeals.

Following the appeal/review session, scores will be recalculated to reflect any changes that are the result from approved appeals, and mailed to participants.

WHAT ARE SOME IMPORTANT POINTS TO REMEMBER?

- ❑ **Photo ID is required at sign-in for testing.**
- ❑ Forms indicating the intent to participate or not to participate must be received in the **Human Resources Division** by December 31, 2004.
- ❑ 2004 written exam scores **will not** remain valid for 2005. Any 2005 written exam scores, higher or lower, will replace earlier scores for the same track as of April 1, 2005.
- ❑ Seventy percent (70%) or higher scores on written exams are threshold requirements.
- ❑ College transcripts must be submitted to the Human Resources Division – Police Promotions prior to February 1 and July 1. Education scores will only be updated twice each year, on February 15 and July 15.
- ❑ Excused absences from exams and requests for make-up exam approvals will be granted only for Department or family emergencies or military leaves.
- ❑ Seniority scores will only be calculated twice each year, on February 15 and July 15.
- ❑ PAR scores will be based on 2002, 2003 and 2004.
- ❑ Candidates must receive 44% or higher on oral interviews to be considered for promotion or reclassification.

Questions about the promotion process may be directed to the Human Resources Division – Police Promotions at (317) 233-0916 or MW 2419.

WHAT ARE THE DATES OF THE PROMOTION PROCESS?

<i>DATE</i>	<i>ACTIVITY</i>
December 31, 2004	Intent to Participate/Not to Participate form must be received in the Human Resources Division .
February 1, 2005	Deadline for submitting college transcripts for the February 15 th update.
February 12, 2005	Supervision/Administration Exam
February 15, 2005	Education Credit updated.
February 15, 2005	Seniority Scores updated.
February 19, 2005	Investigations Exam
February 26, 2005	Enforcement Exam
March 10, 2005	Review Session
March 11, 2005	Review Session
April 1, 2005	Exam scores no longer valid.
July 1, 2005	Deadline for submitting college transcripts for the July 15 th update.
July 15, 2005	Education Credit updated.
July 15, 2005	Seniority Scores updated.

Indiana State Police Promotion Process – 2005

[illegible]

Signature (Optional)

Indiana State Police
Promotion Process – 2005
Intent to Participate/Not Participate

All ISP members eligible to compete in the promotion process must indicate their intentions by completing the form below. The information provided on this form will be utilized to estimate the room requirements and other details for the administration of the written examinations. It will also be used by Commanders to establish work schedules during the testing periods. ***Only individuals who have indicated an intention to take a particular written examination will be allowed to participate.*** Therefore it is very important that you sign and complete this form. If, after indicating an intention to complete a written examination you decide NOT to take the examination, you should notify your Commander and the Human Resources Division. ***A photo ID must be presented by the candidate at the testing site upon sign-in for the testing.***

SUPERVISION/ADMINISTRATION EXAMINATION – FEBRUARY 12, 2005

_____ I intend to take this written examination.

_____ I DO NOT intend to take this written examination.

INVESTIGATIONS EXAMINATION – FEBRUARY 19, 2005

_____ I intend to take this written examination.

_____ I DO NOT intend to take this written examination.

ENFORCEMENT EXAMINATION – FEBRUARY 26, 2005

_____ I intend to take this written examination.

_____ I DO NOT intend to take this written examination.

Name – Please Print

PE Number

Signature

This form should be completed and submitted to the **Human Resources Division** no later than December 31, 2004.



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